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AUTHOR Gell, Robert L.; And Others
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ABSTRACT

As part of a student follow-up system, a survey was conducted of employers of 1975 career program graduates of Montgomery Community College (MCC). The survey was designed to elicit responses in three major areas: the value of an associate degree in the working world, an evaluation of job preparation given to MCC graduates, and suggestions for improvements in individual curricula. Of 339 graduates, 263 were working and 71% gave permission for their employer to be contacted. Sixty-five percent of the employers surveyed responded, including private firms, federal and local government agencies, hospitals, and medical/dental offices. While two-thirds of the employees employed other two-year college graduates, half gave no hiring preference to associate degree holders. However, over half stated that an associate degree increased chance of promotion and upgraded an employee's position in terms of job tasks and responsibilities. Job preparation was viewed as adequate to more than adequate by a majority of employers. More than 90% of the respondents stated they would hire another MCC graduate with the same degree. Study recommendations focus on the apparent lack of recognition by employers of the associate degree as a certification of a specific skill level. Data are tabulated, and the survey instrument is appended. (JDS)

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THE EMPLOYERS III

A SURVEY OF EMPLOYERS WHO HAVE HIRED CAREER PROGRAM GRADUATES OF MONTGOMERY COMMUNITY COLLEGE

OFFICE OF INSTITUTIONAL RESEARCH AND ANALYSIS
Montgomery College
Montgomery County, Maryland

JC 760 487

INSTITUTIONAL RESEARCH REPORTS

of the

Office of Institutional Research and Analysis

Career Patterns 1972-1973: A Descriptive Analysis of Career Programs at Montgomery Community College, Joan F. Faber, September 1973, pp. 45. ERIC Number ED 082-748

Citizen Advisory Committees, An Evaluation of the Effectiveness of Citizen Advisory Committees in the Improvement of Career Curriculums at Montgomery College, Robert L. Gell and Suzanne C. Harkness, 1974, pp. 41.

The Dental Hygienist, A Study of the Need for a Program of Dental Hygiene Education in Montgomery County, Robert L. Gell, Robert F. Jones and Ann R. Munson, 1975, pp. 37.

The Employers, A Survey of Employers who have Hired Montgomery College Graduates, Robert L. Gell and Suzanne C. Harkness, 1974, pp. 41. ERIC Number ED 097-927

The Employers II, A Survey of Employers who have Hired Career Program Graduates of Montgomery Community College, Robert L. Gell and Robert F. Jones, 1975, pp. 31. ERIC Number ED 112-997

The Employers III, A Survey of Employers who have Hired Career Program Graduates of Montgomery Community College, Robert L. Gell and Robert F. Jones, 1976, pp. 37.

An Evaluation of a Modular Approach to Biology Instruction, Shirley J. Davis and David F. Bleil, December 1972, pp. 10.

A Follow-Up Study of Freshmen Who Left Montgomery College After Just One Semester of Attendance, Robert L. Gell, Suzanne C. Harkness, and David F. Bleil, 1974, pp. 43. ERIC Number ED 097-054

Follow-Up Study of Secretarial Students, (Conducted by Virginia G. Pinney, Chairperson, Secretarial Studies Department, Rockville, and Catherine F. Scott, Chairperson, Secretarial Studies Department, Takoma Park), Robert L. Gell and David F. Bleil, September 1973, pp. 31. ERIC Number ED 082-749

Follow-Up of Students Who Entered Montgomery College Fall 1970, A Preliminary Analysis of Student Goals, Robert L. Gell, July 1974, pp. 11. ERIC Number ED 097-053

A Follow-Up of Students Who Entered Montgomery College Fall 1970, The Montgomery College Segment of the Maryland Statewide Community College Student Follow-Up Study Conducted by the Maryland Community College Research Group in Cooperation with the State Board for Community Colleges, Robert L. Gell, David F. Bleil, Ann R. Munson and Robert F. Jones, 1975, pp. 34.

(Continued on inside of back cover)

THE EMPLOYERS III

A Survey of Employers Who Have Hired

Career Program Graduates of

Montgomery Community College

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by

Robert L. Gell, Dean

Robert F. Jones, Research Analyst

Annette M. Lowe, Secretary

Office of Institutional Research and Analysis

MONTGOMERY COLLEGE

Montgomery County, Maryland

1976

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ABSTRACT

For the past three years the Office of Institutional Research and Analysis at Montgomery College has been involved in an effort to survey employers and supervisors of graduates of the College. The aim has been to gain an evaluation of college programs, particularly career curriculums, from the standpoint of the work community. The previous reports, The Employers and The Employers II, have provided both interesting and consistent data. Results have suggested that actual possession of the A.A. degree may not be as vital to job entry as might be assumed. The implication has been that possession of the necessary skills is sufficient. Such a conclusion raises questions concerning the criteria used in estimating success for a community college and leads the researchers to recommend that the College engage in a major effort to promote the Associate of Arts degree among County employers as a certification of a specific skill level.

For someone already working, degree attainment seems to be more beneficial insofar as promotion possibilities and increased job responsibilities are concerned. Ratings of the preparation and performance of the graduates in many areas have been very favorable. One of the most valuable parts of these surveys for curriculum heads has been a section for individual comments by the employers concerning areas of preparation that need to be added or strengthened.

The present report is a third such effort in this regard. We are interested at this point primarily in validating the results of

previous surveys. The questionnaire used is the same as in the previous reports. It was adapted from one originally developed and used by Dr. Cheryl Opacinch, Coordinator of Institutional Research, Catonsville Community College, and reported in Extending the Model of Program Evaluation - Career Graduates and their Employers, 1974.

THE POPULATION

Three hundred and thirty-nine 1975 graduates of career curriculums responded to an annual graduate follow-up survey conducted in that year by the Office of Institutional Research and Analysis. Of that number, 263 indicated they were working, and 187 (71%) of these provided names and addresses of their employers along with permission to contact them. Questionnaires were mailed out and 122 usable questionnaires were returned, for a 65 percent response rate.

Previous employer surveys have had permission rates of 44 and 34 percent respectively. The return rates for these two years were 62 and 80 percent. It is not at all clear what is responsible for the high rate of students granting permission to contact their employers this year. The total number of employers upon which this study is based (122) is almost double that achieved in the first employer survey (66) and far surpasses last year's total (77).

Since the target population of the present study is actually the 263 employers of career graduates who responded to the graduate follow-up, the actual sample reflects a little less than half of this group and is by no means random. Two possible sources of bias could challenge the validity of the results presented here. One is that those employers returning questionnaires hold different opinions concerning their employees than those who were sent questionnaires but did not return them. There is no reason to suspect this however, and experience in surveying non-respondents by telephone in the

graduate follow-up indicates that they are no different from respondents. A second possible source of bias is that students who refuse permission for their employers to be contacted have a less positive work relationship than those who do give permission. Although this seems more credible, the frequency with which students gave permission for this report may make it less probable.

The increasing number of employers cooperating in surveys of this kind is encouraging for other reasons. Previous studies by the Office of Institutional Research and Analysis have shown that the majority of graduates work in Montgomery County and the greater metropolitan area. The number of employers responding suggests that there is a willing resource in the community that the College can draw upon for aid in gauging the effectiveness and impact of its services. Many of these employers indicated specifically that they were willing to be contacted in the future for further evaluation of college programs. The possibility exists then for more specific evaluation measures for individual curriculums.

Sex and Curriculum of Students

Seventy-one students whose supervisors participated in the study were female, while 51 were male. A broad variety of curriculums is represented (Table 1). Supervisors of graduates of allied health curriculums constitute just over one-third of the sample. Secretarial science and fire science programs are also well represented.

TABLE I

CURRICULUMS OF GRADUATES WHOSE
SUPERVISORS PARTICIPATED IN THE STUDY

CURRICULUM	NO. OF SUPERVISORS	PERCENT
Dental Assisting	8	7%
Dental Lab Technology	4	3%
Medical Assisting	4	3%
Medical Lab Technology	5	4%
Nursing	18	15%
Radiologic Technology	4	3%
Business Management	5	4%
Child Care Aide	1	1%
Community Planning	1	1%
Computer Science	7	6%
Engineering Technology	8	7%
Hospitality Management	1	1%
Instructional Aide	5	4%
Criminal Justice	9	7%
Fire Science	14	12%
Recreation Leadership	3	2%
Secretarial Science	20	16%
Visual Communication Technology	5	4%
TOTAL	122	100%

Type and Location of Employers

The employers were classified according to six types: private firm or business, federal government agency, local government agency, hospital, medical or dental office, and school. Twenty-nine percent were private firms or businesses while only 4 percent were schools. The other types, varying in proportion between these two, seemed to be adequately represented in the sample (Table II).

Another breakdown shows that 58 percent of the employers were located in Montgomery County, while another 25 percent were located in the District of Columbia (Table II). Graduate follow-ups, as well as previous employer surveys conducted by the Office of Institutional Research and Analysis, have indicated that Montgomery College graduates, as a rule, find employment in the metropolitan area and particularly within the County.

TABLE II

TYPES OF EMPLOYERS PARTICIPATING BY LOCATION

TYPE \ LOCATION	MONTGOMERY COUNTY	DISTRICT OF COLUMBIA	OTHER MD. COUNTY	VIRGINIA	OTHER STATE	TOTAL	PERCENT
Private Firm or Business	21	10	2	1	1	35	29%
Federal Government	6	9	1	4	0	20	16%
Local Government	16	1	2	0	0	19	16%
Hospital	14	8	2	2	3	29	24%
Medical or Dental Office	11	2	1	0	0	14	11%
School	3	0	0	0	2	5	4%
TOTAL	71	30	8	7	6	122	100%
PERCENT	58%	25%	6%	6%	5%	100%	

THE FINDINGS

Need for Associate Degree

Of special interest to the College has been a feeling among employers that the Associate degree is not essential for job entry. Previous surveys have found that while many employers preferred a new employee to possess the A.A. degree, a sizeable percentage of them did not require it. This finding has again been substantiated in the present survey where only 13 percent of the employers indicated an A.A. degree was required. While 37 percent stated that the degree, although not required, was preferred, half of the employers neither required nor necessarily preferred the degree (Table III).

Attitudes Toward Hiring Two-Year College Graduates

Sixty-seven percent of the employers surveyed had other two-year college graduates in their employ in addition to the recent Montgomery College graduate (Table IV). The advantage of actually possessing an A.A. degree versus simply having taken a comparable amount of coursework is questionable. Two-thirds of the employers stated that they did not give preference to a person with an A.A. degree over a person with two years of college and no degree. Thirty-three percent, or about one in three, did prefer the person with the degree (Table V). This finding is in line with results from previous surveys and indicates that background and training in the skills involved in the job are primary while possession of the degree is, to many employers, incidental.

TABLE III

NEED FOR AN ASSOCIATE DEGREE FOR PRESENT POSITION

	NUMBER	PERCENT
A.A. degree required	16	13%
A.A. degree not required but preferred	45	37%
A.A. degree not required	61	50%
TOTAL	122	100%

TABLE IV

EMPLOYERS EMPLOYING ADDITIONAL TWO-YEAR COLLEGE GRADUATES

	YES	NO	NO RESPONSE	TOTAL
Do you employ other two-year college graduates?	82	37	3	122
	67%	30%	3%	100%

TABLE V

PREFERENCE OF EMPLOYERS FOR ASSOCIATE DEGREE VERSUS TWO YEARS OF COLLEGE AND NO DEGREE

	YES	NO	NO RESPONSE	TOTAL
Preference given to A.A.?	40	81	1	122
	33%	66%	1%	100%

Promotion Potential of an Associate Degree

While the A.A. degree may not be vital for job entry, there has been some consensus in previous surveys concerning its value in terms of promotion potential and increased job responsibilities. In the present study, over half of the employers felt that earning an Associate degree would, at least, usually increase one's chances for promotion. Only 9 percent felt that this would be unlikely (Table VI).

In addition, 52 percent of the employers stated that earning an Associate degree would usually, if not always, result in greater job responsibilities. Only 10 percent believed that this would be unlikely.

A further question concerned whether or not earning of an A.A. degree meant increased job tasks requiring a higher level of skills. Here again the evidence was in the affirmative. Forty-six percent indicated this would usually be so, while another 12 percent thought it would always be the case. Only 10 percent felt it unlikely that the number of tasks involving higher level skills would be increased.

Attitudes Toward Preparation of Employees

Job preparation and performance of the graduates were other areas of inquiry of the employer survey. Employers were asked to rate the preparation of the graduate in eight areas: depth in the various areas of knowledge required by the job, scope of the various areas of knowledge required by the job, understanding of the theory behind the tasks performed, performance of job skills, familiarity

TABLE VI

PROMOTION POTENTIAL OF EMPLOYEE EARNING AN ASSOCIATE DEGREE

WOULD AN A.A. DEGREE...	NEVER	UNLIKELY	SOMETIMES	USUALLY	ALWAYS	NO RESPONSE	TOTAL
Increase promotion chances?	0	11	48	53	9	1	122
PERCENT	0%	9%	39%	44%	7%	1%	100%
Give employee greater responsibilities?	1	12	45	52	11	1	122
PERCENT	1%	10%	37%	42%	9%	1%	100%
Increase job tasks requiring a high level of skills?	0	12	37	56	14	3	122
PERCENT	0%	10%	30%	46%	12%	2%	100%

with equipment and machines used on the job, ability to communicate with superiors, ability to get along with fellow workers, and overall work attitude. Responses to these questions are shown in Table VII. Preparation in all these areas was rated more than adequate by 69 percent of the employers and adequate by another 29 percent. As in previous years, the skill area receiving the lowest rating was familiarity with equipment and machines where 11 percent of the employees were seen as inadequately prepared. Since 34 percent of the employees were judged more than adequate on this dimension, this finding may simply reflect uncommon or highly specialized equipment found only in certain places of employment.

Again congruent with previous results, Montgomery College graduates were rated highest on ability to communicate with superiors, ability to get along with fellow workers, and overall work attitude.

Willingness to Hire Additional Montgomery College Graduates

Another indication of the performance of Montgomery College graduates might be reflected in answers to the question of whether or not employers were willing to hire other graduates with the same degree. Responses of the 122 employers to this question were overwhelmingly positive. Ninety-three percent answered "yes - without reservation" or "yes - with careful screening" (Table VIII). Those who responded negatively for the most part felt that this was too much of an individual matter to be able to generalize.

TABLE VII

EVALUATION BY EMPLOYERS OF THE PREPARATION
GIVEN TO THE GRADUATE BY MONTGOMERY COLLEGE

AREA BEING EVALUATED	INADEQUATE	ADEQUATE	MORE THAN ADEQUATE	NOT OBSERVED	TOTAL
Depth of knowledge required by the job	5	70	41	6	122
PERCENT	4%	57%	34%	5%	100%
Scope of knowledge required by the job	5	72	40	5	122
PERCENT	4%	59%	33%	4%	100%
Understanding of the theory behind the tasks	3	66	47	6	122
PERCENT	2%	54%	39%	5%	100%
Performance of job skills from beginning of employment	9	51	55	7	122
PERCENT	7%	42%	45%	6%	100%
Familiarity with equipment and machines	14	58	41	9	122
PERCENT	11%	48%	34%	7%	100%
Ability to communicate with superiors	2	46	72	2	122
PERCENT	2%	37%	59%	2%	100%
Ability to get along with fellow workers	1	40	79	2	122
PERCENT	1%	33%	64%	2%	100%
Overall work attitude	0	35	85	2	122
PERCENT	0%	29%	69%	2%	100%

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TABLE VIII

WILLINGNESS TO EMPLOY ANOTHER MONTGOMERY COLLEGE GRADUATE WITH DEGREE IN SAME AREA

	NUMBER	PERCENT
Yes - without reservation	55	45%
Yes - with careful screening	59	48%
No	5	4%
No response	3	3%
TOTAL	122	100%

Employers' Comments Concerning Specific Academic Programs

Comments were solicited from the employers concerning any skills or areas of knowledge that could be strengthened by the College as well as any additional skills or areas of knowledge they feel an A.A. graduate in their employ should have. Coordinators of the various academic programs were forwarded copies of the questionnaires pertaining to their program for their use in evaluating the program. Some of the comments made by the employers concerning specific programs are summarized here.

Dental Assisting - The dentists employing graduates of this program suggested more coursework in facial growth and training in orthodontics and chairside assisting. More clinical training was also viewed as desirable.

Dental Laboratory Technology - Additional training in crown and bridge and porcelain and partial denture was suggested.

Medical Assisting - It was suggested that students have more understanding of EKG's, i.e., be able to note if hookups are wrong, note abnormalities, and in general be familiar with the machine. More experience in venipuncture was seen as needed. An additional area of knowledge proposed was familiarity with the PDR and its use as well as the use, actions, and side effects of the more common drugs.

Medical Laboratory Technician - Knowledge of blood banking was seen as a weak area by one supervisor. Another felt more emphasis should be placed on cell morphology in blood smears and microscopic determinations of urine sediments. Donor phlebotomy

and screening were suggested as additional skill areas.

Nursing - There was a general feeling among nursing supervisors that students be given much more clinical experience, even if this might involve extending the duration of the program. The absence of team leadership skills was noted by several supervisors. One supervisor commented on the new employee's difficulty in dealing with allied health professionals for the first time.

Radiological Technology - Diagnostic ultrasound training was suggested as an additional skill area.

Computer Science - One employer remarked that while a tendency for most schools to be "IBM-oriented" is practical, students should be made aware of other manufacturers. Written communications in a business and technical environment could be emphasized more, according to a couple of other supervisors.

Engineering Technology - It was suggested that civil engineering students become more familiar with the types and uses of construction equipment as it relates to highway and building construction.

Instructional Aide - The ability to operate audio-visual equipment as well as additional training in human relations were two disparate skill areas mentioned in conjunction with this program of study.

Secretarial Science - The many employers of these graduates seemed to have difficulty finding any weak areas of training. Procedures in the use of the telephone were noted by one as needing more emphasis, while another mentioned skill in the use of a magnetic card typewriter.

SUMMARY

A survey of employers and supervisors of Montgomery College graduates was conducted for the third consecutive year in an attempt to involve members of the work community in an evaluation of College programs. Seventy-one percent of those former students who were working and who responded to the 1975 graduate follow-up had given permission for their employers to be contacted. One hundred and twenty-two employers participated, 65 percent of those who were sent questionnaires.

A broad variety of curriculums was represented in the survey with female graduates outnumbering males. The majority of employers were located in Montgomery County or Washington, D.C. Private firms constituted the main type of employment, but hospitals, federal and local government agencies, and medical-dental offices were also well represented.

The results were in general agreement with those of previous surveys. The A.A. degree was not seen as essential to job entry but beneficial for advancement while employed. The preparation and performance of graduates were seen as adequate to more than adequate as a whole. Most employers expressed a willingness to hire other graduates in the same field of study. Comments by the employers concerning particular programs of study, which were forwarded to the respective curriculum heads, are summarized.

The increasing number of employers cooperating in this effort in evaluation suggests that a community resource exists for more specific evaluation of individual programs in the future.

Recommendation

The apparent lack of recognition by employers of the Associate degree as a certification of a specific skill level is a major problem. Therefore, it is recommended that a major program be launched by the citizen advisory committees and the College to inform employers in Montgomery County of the skill level represented by the A.A. degree and/or the certificate where applicable. This is especially necessary in those career areas where the respective professional group does not provide certification. Employers should be urged to include the Associate degree or certificate in the job requirements for those positions directly related to career programs offered by the College.

APPENDIX

APPENDIX A

EMPLOYER QUESTIONNAIRE

MONTGOMERY COLLEGE
A two year public community college
ROCKVILLE, MARYLAND 20850 ■ (301) 762-7400

Dear Supervisor:

Montgomery Community College is conducting an evaluation of its educational programs and would appreciate your assistance. As the supervisor of an M.C. graduate, you are in a unique position to provide valuable input into our study.

Please share your knowledge with us by completing the enclosed questionnaire and returning it in the stamped, self-addressed envelope.

Sincerely,

Robert L. Gell
Dean of Institutional Research and Analysis

RLG:aml

Enclosures

CAMPUSES AT ROCKVILLE AND TAKOMA PARK, MARYLAND
Formerly Montgomery Junior College

MONTGOMERY COMMUNITY COLLEGE GRADUATE

EMPLOYER QUESTIONNAIRE

(2-4) _____
Name of Montgomery College Graduate

(5-6) _____
AA Degree or Certificate

Supervisor _____ Title _____

(7) Firm _____

(8) Address _____

_____

(9) 1. Does the position held by this MC graduate require an Associate degree?

(1) _____ Yes

(2) _____ Not required but preferred

(3) _____ No

(10) 2. Do you employ other two-year college graduates?

(11-12) (1) _____ Yes How many? _____

(2) _____ No

3. Do you give preference to a prospective employee with an Associate degree over a person with two years of college and no degree?

(13) (1) _____ Yes

(2) _____ No

4. If an employee in your organization earned an Associate degree would he/she: *(Check appropriate response)*

		1	2	3	4	5
(14)	A. Have increased chances of being promoted	☐ Never	☐ Unlikely	☐ Sometimes	☐ Usually	☐ Always
(15)	B. Be expected to assume greater responsibilities	☐ Never	☐ Unlikely	☐ Sometimes	☐ Usually	☐ Always
(16)	C. Be expected to perform job tasks requiring a high level of skills	☐ Never	☐ Unlikely	☐ Sometimes	☐ Usually	☐ Always

5. Based on your own experience of supervising a Montgomery College graduate please indicate how adequate you feel the College prepared her/him in each of the areas listed below. *(Check appropriate response)*

		Inadequate 1	Adequate 2	More than Adequate 3	Not Observed 0
(17)	A. Depth in the various areas of knowledge required by the job is	☐	☐	☐	☐
(18)	B. Scope of the various areas of knowledge required by the job is	☐	☐	☐	☐
(19)	C. Understanding of the theory behind the tasks performed is	☐	☐	☐	☐
(20)	D. Performance of job skills from the beginning of employment was.	☐	☐	☐	☐
(21)	E. Familiarity with equipment and machines used in your operation in the beginning was	☐	☐	☐	☐
(22)	F. Ability to communicate with superior is	☐	☐	☐	☐
(23)	G. Ability to get along with fellow workers is.	☐	☐	☐	☐
(24)	H. Overall work attitude is.	☐	☐	☐	☐

6. Would you employ another Montgomery graduate who has a degree in the same area as your current employee?

(25) (1) _____ Yes - without reservation

(2) _____ Yes - with careful screening

(3) _____ No - Why? _____

7. Please specify any additional skills that you feel an AA graduate you employ should have:

(26-27) _____

_____

_____

Is there any weak skill or technical area that should be strengthened by the College?

(28-29) _____

_____

_____

8. Please specify any additional areas of knowledge that you feel an AA graduate you employ should have?

(30-31) _____

_____

_____

Is there any weak area of knowledge that should be strengthened by the College?

(32-33) _____

_____

_____

9. Please feel free to add any additional comments:

(34-35) _____

_____

_____

_____

_____

10. If further evaluation of college programs is needed, would you be willing to share your expertise and be contacted by our faculty?

(36) (1) ☐ Yes (2) ☐ No

Supervisor Completing This Questionnaire:

Name _____

Title _____

Company/Organization _____

Street _____

City/State/Zip Code _____

Please return to: *Dr. Robert L. Gell*
Dean of Institutional Research and Analysis
Montgomery Community College
51 Mannakee Street
Rockville, Maryland 20850

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APPENDIX B

EMPLOYERS WHO PARTICIPATED IN THE STUDY

APPENDIX B

EMPLOYERS WHO PARTICIPATED IN THE STUDY

STUDENT'S DEGREE	EMPLOYER	STUDENT'S POSITION/ TITLE
Art Advertising	Woodard Caplan 5612 Randolph Rd. Rockville, Md. 20852	Showroom Assistant
Art Advertising	Reese's Flowers Inc. 7915 Tuckerman Lane Potomac, Md. 20854	Head Floral Designer
Art Advertising	Barbara Taube "Kappie Originals" 11235 Oak Leaf Dr. Silver Spring, Md. 20901	Needlepoint Designer & Free-Lance Artist
Art Advertising	Dept. of General Services 2200 Adams Pl., N.E. Washington, D.C. 20002	Warehouseman
Child Care Certificate	University of Arkansas 32nd & University Ave. Little Rock, Arkansas	Nursery School Teacher
Community Planning	Maryland Nat'l. Capital Park & Planning Comm. 6600 Kenilworth Ave. Riverdale, Md. 20840	Park Planner
Computer Operator Certificate	G.W. Medical Center 2300 K St., N.W. Washington, D.C. 20037	Computer Operator
Computer Science/ Business	Medco Catalog Showroom 11111 Georgia Ave. Wheaton, Md. 20902	Camera Salesman
Computer Science/ Business	COMSAT 22300 Comsat Dr. Clarksburg, Md. 21760	Sr. Computer Operator

STUDENT'S DEGREE	EMPLOYER	STUDENT'S POSITION/ TITLE
Computer Science/ Business	COMSAT 22300 Comsat Dr. Clarksburg, Md. 21760	System Technician
Computer Science/ Business	U.S. Postal Service Rockville, Md. 20854	Distribution Clerk
Computer Science/ Business	ICI at ATA 1616 P St. N.W. Washington, D.C.	Computer Programmer
Computer Science/ Math	Central Intelligence Agency McLean, Va. 22101	Computer Specialist
Criminal Justice	Executive Protective Service 1310 L St., N.W. Washington, D.C. 20012	Police Officer
Criminal Justice	Mont. Co. Police Dept. Rockville, Md. 20850	Police Officer
Criminal Justice	Albee Shoes Laurel Shopping Center Laurel, Md. 20810	Salesman
Criminal Justice	District Wholesale Drug Corp. 7721 Polk St. Landover, Md. 20750	Deliveryman
Criminal Justice	Fed'l. Bureau of Investigation 10th & Pa. Ave. Washington, D.C. 20535	File Clerk
Criminal Justice	U.S. Customs Norfolk, Va.	Customs Patrol Officer
Criminal Justice	Central Intelligence Agency McLean, Va. 22101	Security Staff
Criminal Justice	Acacia Mutual Life Insurance 8555 16th St. #802 Silver Spring, Md. 20910	Secretary
Criminal Justice	Energy Research & Development Administration 20 Mass. Ave. Washington, D.C.	Reprographic Operator

STUDENT'S DEGREE	EMPLOYER	STUDENT'S POSITION/ TITLE
Criminal Justice	U.S. Secret Service 18th & G St., N.W. Washington, D.C. 20006	Document Technician Forgery
Criminal Justice	Dept. of Army Inspector General's Office Pentagon Washington, D.C. 20310	Supervisory Reporter
Dental Assisting	Walter Reed Army Medical Ctr. Washington, D.C. 20012	Dental Assistant
Dental Assisting	Dr. John A. Crowley 4743 Bradley Blvd. Chevy Chase, Md. 20015	Dental Assistant
Dental Assisting	Dr. Joseph Applebaum 12700 Georgia Ave. Silver Spring, Md. 20906	Dental Assistant
Dental Assisting	Chevy Chase Savings & Loan 8401 Connecticut Ave. Chevy Chase, Md.	Accounting Clerk
Dental Assisting	Drs. Kaplan & Chasen 3900 Bel Pre Rd. #2 Silver Spring, Md. 20906	Dental Assistant
Dental Assisting Certificate	Niles & Walker, D.D.S. 7004 Carroll Ave. Takoma Park, Md. 20012	Dental Assistant
Dental Assisting Certificate	Drs. Easley & Sebastian 10401 Old Georgetown Rd. Bethesda, Md. 20014	Dental Assistant
Dental Assisting Certificate	Leon R. Discovage, D.D.S. 13975 Connecticut Ave. Wheaton, Md. 20906	Dental Assistant
Dental Assisting Certificate	Dr. Gable Eugene, Oregon	Dental Assistant
Dental Laboratory Technology	Cazaba Dental Laboratory 102 Crabb Ave. Rockville, Md. 20850	Dental Lab Technician

STUDENT'S DEGREE	EMPLOYER	STUDENT'S POSITION/ TITLE
Dental Laboratory Technology	Willcher Dental Laboratory 911 Silver Spring Ave. Silver Spring, Md. 20910	Dental Lab Technician
Dental Laboratory Technology	Ring Dental Laboratory, Inc. 2430 Pennsylvania Ave., N.W. Washington, D.C.	Dental Lab Technician
Dental Laboratory Technology	V.A. Hospital 50 Irving St., N.E. Washington, D.C. 20070	Dental Lab Technician
Engineering Tech./ Architect	Gordon A. Frieser Intl., Inc. 1990 M St. Washington, D.C. 20036	Architectural Draftsman/ Consultant
Engineering Tech./ Architect	Ethan Grossman 14040 Breezehill Lane Wheaton, Md. 20902	Assistant Construction Superintendent
Engineering Tech./ Civil	Montgomery County Dept. of Transportation C.O.B. Rockville, Md. 20850	Engineering Technician
Engineering Tech./ Civil	Malco Engineering Spring St. Silver Spring, Md. 20910	Project Manager
Engineering Tech./ Electronics	RCA Service Co. Goddard Space Flight Center Greenbelt, Md.	Data Acquisition Technician
Engineering Tech./ Electronics	D-M Pharmaceuticals, Inc. 1162 Taft St. Rockville, Md. 20850	Shipping-Receiving Agent
Engineering Tech./ Electronics	Aiken Industries, Inc. 9125 Gaither Rd. Gaithersburg, Md. 20760	Electronic Technician
Engineering Tech./ General	Flagship Restaurant 900 Water St., S.W. Washington, D.C. 20003	Hostess
Fire Science	Kensington Fire Dept. Box 222 Kensington, Md. 20795	Lieutenant
Fire Science	Kensington Vol. Fire Dept. 10620 Connecticut Ave. Kensington, Md. 20795	Fire Chief

STUDENT'S DEGREE	EMPLOYER	STUDENT'S POSITION/ TITLE
Fire Science	Bethesda Fire Dept. Box O Bethesda, Md. 20015	Fire Fighter
Fire Science	Bethesda Fire Dept. Box O Bethesda, Md. 20015	Fire Fighter
Fire Science	Montgomery County Fire Dept. 13 E. Diamond Ave. Gaithersburg, Md. 20760	Sergeant
Fire Science	Howard County Fire Dept. Ellicott City, Md.	Fire Fighter
Fire Science	Burtonsville Fire Dept. Burtonsville, Md. 20730	Station Commander
Fire Science	Nat'l. Institutes of Health 9000 Rockville Pike Bethesda, Md. 20014	Chief, Fire Prevention and Control Branch
Fire Science Certificate	Mont. County/Silver Spring Fire Dept. P.O. Box 69 Silver Spring, Md. 20909	Sergeant
Fire Science Certificate	Laytonsville Fire Dept. 21400 Laytonsville Rd. Laytonsville, Md. 20760	Sergeant
Fire Science Certificate	Kensington Fire Dept. 10500 Connecticut Ave. Kensington, Md. 20795	Fire Fighter
Fire Science Certificate	Montgomery County Fire & Rescue Service 6110 Executive Blvd. Rockville, Md. 20852	Fire Fighter
Fire Science Certificate	Nat'l Bureau of Standards Gaithersburg, Md. 20760	Fire Fighter
Fire Science Certificate	Bethesda Fire Dept. P.O. Box O Bethesda, Md. 20014	Lieutenant

STUDENT'S DEGREE	EMPLOYER	STUDENT'S POSITION/ TITLE
Hospitality Mgt. Hotel/Motel	Rodeway Inns of America Las Vegas, Nev. 3786 Las Vegas Blvd. So. Las Vegas, Nev. 89109	Front Desk Clerk
Instructional Aide Certificate	Meadow Hall School 805 Twinbrook Pkwy Rockville, Md. 20851	Teacher Aide, Special Ed.
Instructional Aide Certificate	Montgomery County Association for Retarded Citizens 11212 Norris Drive Silver Spring, Md.	Teacher Assistant
Instructional Aide Certificate	Aspen Hill Elem. School 4915 Aspen Hill Rd. Rockville, Md. 20853	Teacher Assistant
Management/ Behavioral	D.C. Board of Education 415 12th St., N.W. Washington, D.C. 20004	Investigator
Management/ Behavioral	Fauquier National Bank #10 Courthouse Sq. Warrenton, Va. 22186	Asst. Loan Installment Officer
Management/ Behavioral	IBM 18100 Frederick Pike Gaithersburg, Md. 20760	Security Representative
Management/ Behavioral	Hill and Schneider Inc. P.O. Box 1525 Rockville, Md. 20855	Admin. Assistant
Management/ General	Dept. of Commerce, NOAA 6010 Executive Blvd. Rockville, Md. 20852	Position Classification Specialist
Management/ General	Automation Industries, Inc. Vitro Labs Division 14000 Georgia Ave. Silver Spring, Md. 20910	Staff Specialist
Medical Assisting	Drs. Gasemy & Pour 3450 Ft. Meade Rd. #103 Laurel, Md. 20810	Medical Assistant
Medical Assisting	Drs. Danish & Grollman 1106 Spring St. Silver Spring, Md. 20910	Medical Assistant

STUDENT'S DEGREE	EMPLOYER	STUDENT'S POSITION/ TITLE
Medical Assisting	Lawrence A. Raper, M.D. 106 Irving St., N.W. Washington, D.C. 20010	Medical Assistant
Medical Assisting Certificate	Drs. Sheffery, Wilson, Walsh Becker & Johnson 730 24th St., N.W. Washington, D.C. 20037	Medical Assistant
Medical Laboratory Technology	Columbia Hospital for Women 2425 L St., N.W. Washington, D.C. 20037	Lab Technician
Medical Laboratory Technology	Children's Hosp. Nat'l. Medical Center 2125 13th St., N.W. Washington, D.C. 20009	Lab Technician
Medical Laboratory Technology	Suburban Hospital 8600 Old Georgetown Rd. Bethesda, Md. 20014	Lab Technician
Medical Laboratory Technology	Doctors Hospital 8118 Good Luck Rd. Lanham, Md. 20801	Lab Technician
Medical Laboratory Technology	Drs. Danish & Grollman 1106 Spring St. Silver Spring, Md. 20910	Lab Technician
Nursing	Montgomery General Hospital 18101 Prince Phillip Dr. Olney, Md. 20832	Staff Nurse
Nursing	Washington Hospital Center 110 Irving St., N.W. Washington, D.C. 20010	Staff Nurse
Nursing	Holy Cross Hospital Forest Glen Road Silver Spring, Md. 20901	Staff Nurse
Nursing	Suburban Hospital 8600 Old Georgetown Rd. Bethesda, Md. 20014	Staff Nurse

STUDENT'S DEGREE	EMPLOYER	STUDENT'S POSITION/ TITLE
Nursing	Montgomery General Hospital 18101 Prince Phillip Drive Olney, Md. 20832	Staff Nurse
Nursing	Montgomery General Hosptial 18101 Prince Phillip Drive Olney, Md. 20832	Staff Nurse
Nursing	Montgomery General Hospital 18101 Prince Phillip Drive Olney, Md. 20832	Staff Nurse
Nursing	Licking Memorial Hospital Newark, Ohio 43055	Staff Nurse
Nursing	Metropolitan Hospital 201 N. 8th St. Philadelphia, Pa. 19141	Staff Nurse
Nursing	Suburban Hospital 8600 Old Georgetown Rd. Bethesda, Md. 20014	Staff Nurse
Nursing	Kingsville Clinic P.O. Box 1390 Kingsville, Texas 78363	Staff Nurse
Nursing	Doctors Hospital 8118 Good Luck Rd. Lanham, Md. 20801	Staff Nurse
Nursing	Dr. M.R. Dobridge 13975 Connecticut Ave. Silver Spring, Md. 20906	Staff Nurse
Nursing	Montgomery General Hospital 18101 Prince Phillip Drive Olney, Md. 20832	Staff Nurse
Nursing	Methodist Hospital 1265 Union Ave. Memphis, Tenn. 38104	Staff Nurse
Nursing	Suburban Hospital 8600 Old Georgetown Rd. Bethesda, Md. 20014	Staff Nurse

STUDENT'S DEGREE	EMPLOYER	STUDENT'S POSITION/ TITLE
Nursing	Smithsonian Institute 14th & Constitution Ave. Washington, D.C. 20560	Sales Clerk
Nursing	Montgomery General Hospital 18101 Prince Phillip Drive Olney, Md. 20832	Staff Nurse
Nursing	Nat'l. Institutes of Health 9000 Rockville Pike Bethesda, Md. 20852	Clerk-Typist
Nursing	Montgomery General Hospital 18101 Prince Phillip Drive Olney, Md. 20832	Staff Nurse
Printing Technology	Evening Star Newspaper Co. 225 Va. Ave., S.E. Washington, D.C. 20061	Composing Room Night Foreman
Radiologic Technology	Arlington Hospital 1700 George Mason Drive Arlington, Va. 22205	X-Ray Technologist
Radiologic Technology	Arlington Hospital 1700 George Mason Drive Arlington, Va. 22205	Radiologic Technologist
Radiologic Technology	Brian Meringoff, M.D. 19241 Mont. Village Ave. Gaithersburg, Md. 20760	Radiologic Technologist
Radiologic Technology	Holy Cross Hospital Forest Glen Rd. Silver Spring, Md. 20901	Radiologic Technologist
Recreation Leadership	Stamped Electric Calgary Alberta, Canada	Electrician's Assistant
Recreation Leadership	Walter Reed Army Medical Ctr. Washington, D.C. 20012	Clerk-Typist
Recreation Leadership	Vie De France Corp. 12130 Nebel St. Rockville, Md. 20852	Route Salesman

STUDENT'S DEGREE	EMPLOYER	STUDENT'S POSITON/ TITLE
Recreation Leadership	Boys' Club of Greater Washington 1300 Forest Glen Rd. Silver Spring, Md. 20901	Physical Education Director
Secretarial/ Executive	Bechtel Power Corporation 15740 Shady Grove Rd. Gaithersburg, Md. 20760	Secretary
Secretarial/ Executive	Walter Reed Army Medical Ctr. Adjutant's Office Washington, D.C. 20012	Secretary
Secretarial/ Executive	U.S. Postal Service 475 L'Enfant Plaza Washington, D.C. 20260	Senior Stenographer
Secretarial/ Executive	Nat'l. Real Estate Services 5272 River Road Washington, D.C. 20016	Secretary
Secretarial/ Executive	Nat'l. Capital Area Council 9190 Wisconsin Ave. Bethesda, Md.	Secretary
Secretarial/ Executive	Dept. of Health, Education & Welfare 5600 Fishers Lane Rockville, Md. 20852	Secretary
Secretarial/ Legal	Energy Research & Development Administration Washington, D.C. 20001	Secretary
Secretarial/ Legal	Craighill, Mayfield & McCally 725 15th St., N.W. Washington, D.C. 20005	Secretary
Secretarial/ Legal	Energy Research & Development Administration Germantown, Md. 20545	Secretary
Secretarial/ Legal	Paxton & Bondareff 4720 Montgomery Lane Suite 600 Bethesda, Md. 20014	Secretary

STUDENT'S DEGREE	EMPLOYER	STUDENT'S POSITION/ TITLE
Secretarial/ Legal	Craighill, Mayfield & McCally 725 15th St. Washington, D.C. 20005	Secretary
Secretarial/ Legal	Internal Revenue Service 1111 Constitution Ave., N.W. Washington, D.C. 20224	Clerk-Stenographer
Secretarial/ Legal	International Monetary Fund 900 19th St., N.W. Washington, D.C. 20431	Secretary
Secretarial/ Legal	Nat'l. Bureau of Standards Germantown, Md.	Administrative Asst.
Secretarial/ Medical	Nat'l. Institutes of Health Bethesda, Md. 20014	Secretary
Secretarial/ Medical	Drs. Marcolin, Rascher & Eberhard 721 Congressional Lane Rockville, Md. 20852	Secretary
Secretarial/ Medical	Holy Cross Hospital 1500 Forest Glen Rd. Silver Spring, Md. 20902	Medical Education Secretary
Secretarial Certificate	Mr. J. Don 1825 K St. Washington, D.C. 20006	Secretary/Receptionist
Secretarial Certificate	Hdqtrs. NAVSECGRUCOM 3801 Nebraska Ave., N.W. Washington, D.C. 20390	Clerk-Typist
Secretarial Certificate	Nat'l. Savings & Trust Washington, D.C. 20005	Secretary

(Continued from inside of front cover)

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A Study of the Audio-Tutorial Method of Teaching History on the Rockville Campus of Montgomery Community College, David F. Bleil, October 1971, pp. 23.

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